

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

INCENTIVE MANAGEMENT

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WORLD'S LARGEST DANCE . . . Page 9



February, 1952

Forty Cents

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MAGAZINE OF MANAGEMENT MEN OF AMERICA

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The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foreman to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 48,500 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.

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Editorial Comment

ONLY a little living is required before the average person realizes that life is a concoction of good days and bad, victory and defeat, joy and sorrow, give and take. One must learn that *no* life is all rainbows or the proverbial "bowl of cherries" and that to be too sensitive to the disharmonies of life can make for only more unhappiness and dissatisfaction with living.

After a brief exposure to living, one learns that he who loses his temper usually loses out completely. He learns that all men must eat burnt toast for breakfast now and then, and the other fellow's grouch isn't always justified. He learns that carrying a chip on his shoulder is like carrying a lighted bomb in his coat pocket . . . it is the quickest, surest route to an explosion and absolute self-destruction.

On the job, to carry tales and gossip about others is the super-highway to unpopularity. Buck-passing always turns out to be a boomerang and it never pays the thrower anything but embarrassment and loss of respect. Sooner or later, the buck-passers comes to learn that his school is able to run along fairly well without him. He learns, sometimes too late, that it does not matter much *who* gets the credit for doing a job so long as the job gets done. If he is deserving of credit, it will catch up with him. The person who takes credit when it isn't properly due him will, in the long run, find himself exposed to humiliation.

When a man is well on the road to accepting life for what it is, he realizes that all people are human and that *the best way to be happy is to make others happy*. It doesn't hurt to grin and say "Good Morning" . . . even though it is raining. The man learns that most of the people who work with him and for him are about as ambitious to get ahead as he is, they, too, are intelligent, and that hard work and not cleverness is the basic secret of success.

It is a wise man who sympathizes with the youngster coming onto the job, because he recalls that he was about as bewildered when he first started out.

One of the prime requisites of management men is the ability to understand both the people who work with them and those who work for them. You as management men have this already. You know well that nobody ever made it to first base without assistance from somebody, and that it is only through such

cooperative effort that successes are made. In modern industry and business, the man who believes he is such a self-starting dynamo that he can push ahead without help from others is headed down a short, dead-end street.

Many industrial employees make themselves unhappy by nourishing unfounded feelings that their supervisors are diabolically trying to drain the last ounce of work from them for the least amount of consideration. It is good for employee morale if they know that the "boss" is a man who has succeeded through hard work and deep consideration for his associates.

Sooner or later, if a person is to find any happiness at all in life, he learns that folks are not any harder to get along with in one place than another . . . that the "getting along" depends about 90 per cent upon his own behavior. It is amazing how many people unwittingly look for the worst in other people, then take sadistic satisfaction in attempting to hurt them.

We recently heard a fellow seriously declare that he disliked a man who worked for him because of the way the employee combed his hair. The employee quit the job a month later and mentioned to an associate in leaving that he was doing his job to the best of his ability, but just could not get his boss to "warm up" to him. He realized his future was nil and the sooner he got started in something else, the better off he would be. This is a good example of tragedy in human relations, a field in which all management men must acquaint themselves as early as possible after getting into supervisory work.

Psychologists have found that it is a peculiar thing but the faults people find most obnoxious in others are the ones they know they themselves possess.

A brief recipe for happiness might be something like this: (1) Be realistic and learn to take the bitter with the sweet; (2) Always consider the other fellow before you consider yourself; (3) Practice looking for the best in your fellow men, not the worst.



IN 1951...CHRYSLER SET THE PACE ALL YEAR!



Two Chrysler Winners in Economy Run! Powered with 180-horsepower FirePower engines, two Chryslers topped their classes in Mobilgas Economy Run. The Crown Imperial delivered 19.208 miles per gallon, and the Imperial delivered 21.178 in the rugged 850-mile drive—thus outclassing medium and light cars in actual fuel efficiency.



Chrysler Wins Speed Title at 100 M. P. H.! Stock-car speed record of 100.13 miles per hour was made at Daytona Beach, Fla., by Chrysler New Yorker. Winner Tom McCahill entered trials on the spur of the moment with a car that had been driven only 400 miles and had received no special tune-up.



Chrysler First Among U.S. Cars in Pan-Am Race!

A Chrysler Saratoga driven by Bill Sterling won third place in Pan-American Highway Race—first among U.S. entries. Another Chrysler, with Tony Bettenhausen driving, set a new world's record for stock cars averaging 114.33 m.p.h. over the last 230-mile leg.



IN 1952...CHRYSLER WILL LEAD AGAIN!

Just look at that magnificent record. What's behind it? Not speed alone. These races are tests of endurance, efficiency, safety, dependability and *all-around performance*. It was Hydraguide Power Steering, power brakes, Oriflow Shock Absorbers, and other Chrysler engineering features that performed so excellently in 1951. So be sure to see and drive Chrysler's new line of winners—2 great engines, 6 beautiful models, 18 smart body styles—all Chrysler-engineered to give you greater value, performance and car comfort in 1952.

See Your Neighborhood CHRYSLER-PLYMOUTH Dealer

CHRYSLER
finest engineered cars in the world

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Incentive Management and What It's All About

By James F. Lincoln
President, The Lincoln Electric Company,
Cleveland, Ohio

INCENTIVE management is something about which there has been a great deal of discussion and in which there has been a great deal of disbelief over the last number of years. It is rather remarkable that is true, because I cannot imagine anything which is more needed or anything which is more natural than to have full cooperation between so-called management and so-called labor.

After all, what is the result of such cooperation? Certainly the position of the United States as the leader in the world of nations is because of one thing, and one thing only, and that is because we have been able to produce goods more economically and more rapidly than any other nation in the history of mankind. Not only that, but our standard of living depends completely upon the efficiency of production. Yet we have a government-sponsored set-up which results in continual friction between labor and management and which over the years has enormously reduced the efficiency of production, has enormously reduced our standard of living, and has threatened our position in the family of nations.

Why is that? Why is it that we are doing the thing which is so completely contrary to our own selfish best interest? It would seem to me that if we would find out why that is, we would perhaps take the first step in finding out why and how that

cooperation is going to occur to best advantage.

There is one reason, and one reason only, why friction of that kind continues; and that is because the worker in general feels he does not want industry successful. He feels that as he becomes more efficient in his operation, two things are liable to happen; first, that he works himself out of a job and second, which is more to the point, and has to do with the incentives which exist, that he feels the boss is the fellow who is profiting from the results of his labor.

The greatest incentive in the world is *not* money. The thing we strive for primarily is *not* money. The thing we want primarily and will sacrifice everything else for is *self-respect* and the *respect* of those whose respect we want. Therefore, it is well for us to recognize that fundamental fact when we approach the problem of how to get the greatest efficiency between so-called management and labor.

The difficulty primarily, as I said before, is that the worker in general feels that as he increases his efficiency he will not increase his own self-respect, but is merely making the gulf between himself and the boss greater because the boss is becoming more prosperous because of *his* efforts. Now that difficulty perhaps seems silly, but it certainly is almost universal in every labor organization. It is that which is the point at issue in

the various discussions that union labor so frequently puts to their men. The fact that the boss is making enormous profits out of the efforts of the man is the most successful criticism that the labor leader can give in order to hold his organization together and have its members follow the program which the leader advocates. Therefore, it would seem to me that the first thing we have to find is a way in which the worker will want to cooperate with management. As soon as that occurs, then this feeling of friction, this desire to interfere with the success of any company, immediately and completely disappears.

How are you going to do that? When we find the answer to that question, we will have found out how incentive or any successful management will operate. Obviously, the first thing to do is to make sure that the man recognizes one fundamental fact, and that is that he is *not* working for management; he is not there to make the boss richer or more successful, he is there for one reason and one reason only: *to make the standard of living of all people, including himself, higher*. That will make sense to him, and that will be something that he will be very glad indeed to put his back into.

Therefore, it seems to me that the first thing we must do is change the program of industry, at least to a slight extent, and instead of making

profit the primary motive of industry, make the success of the company in giving a better product at a lower price the end in view. If that can be done with an organization, the first great hurdle is overcome. And why shouldn't it be so? Why shouldn't we think of industry in that light?

It certainly is true because there is no other reason for industry. It is certainly true that if industry did not reduce the cost of its products and make them progressively better, industry would immediately disappear. It is only because industry can furnish the consumer a better product at a lower price than the consumer can make it for himself. That is the only reason that the consumer ever buys anything from industry. We recognize that in the broad sense, but we have not got it across to the worker.

The worker feels, and I think that a good many of the things we do in industry lead him to feel, that as he increases his efficiency he is merely increasing the profit of the boss, and the great gulf between him and the boss is increased because of that increase in the efficiency. He also has that fear that increased efficiency will mean that he will work himself out of a job. But that is a secondary thing compared to the first.

Therefore, the first thing that is necessary to do, if you are going to adopt a kind of incentive management, is to make your employees feel that their primary and only reason for existence is to build a better product to be sold at a lower price. That is a progressive thing. It is obvious that the efficiency of operation of today is going to be tremendously better tomorrow. That has been the history of all industry. It is the reason why industry is in the tremendous position of responsibility that it occupies now.

There is another thing that is necessary, and that, I feel, is perhaps a secondary thing because if you can really get the organization to believe that what the company is doing is trying to build a better product to be sold at a lower price you will have accomplished an important thing and I do not mean that they wouldn't make a profit. As a matter of fact, they would make very large profits which they would have to keep on reducing by lower and lower prices.

But as far as profit is concerned, which is so essential to industry, that would be an almost automatically guaranteed thing if labor and management worked together as a unit. But what is this second thing which is necessary to introduce if you are to have management which will function properly?

The second thing is to get competition into the organization so that each and every man is rewarded in accordance with his ability and contribution to the success of the company. After all, the thing that we all strive for is to rise in our own estimation and in the estimation of our fellows to rise above other people. That is the fundamental drive that all living people, all living beings must develop if they are to have incentive in a broad sense.

That should not be too difficult because certainly skills, attitude of mind, imaginations, and so forth, which have so much to do with the success of any organization, are measurable things and their recognition is a progressive thing. It is obvious that if you look back on your own life you will find that you have developed over the years in many, many ways so that you can do things now that you could not do five years ago or 25 years ago. You have developed

better and at a lower price. As soon as you have introduced those two things and the organization realizes what the company is actually doing, you will have no difficulty in creating incentive which will carry the efficiency of your operation to unheard-of heights compared to the normal in industry as is now set up under collective bargaining.

I am not citing what I am going to say now because I want to talk about the Lincoln Electric Company. I am citing it for one reason only: these are the facts I know. We have been carrying on a program as close to what I have been outlining as we could; please don't think that we have arrived; but we have made a few steps in that direction, and since this program has been in use we have reduced the man-hours by more than 85%. There are less than $\frac{1}{6}$ as many man-hours needed to produce our product today as there were 17 years ago. Because of that, a number of things became possible.

In the first place, the selling price of that product today is *less* than it was before the last war. I doubt if you can find another manufactured product in all America of which that is true. We have been able to more than double the income of every one in the organization, on an average; but we have done something which I think is a good deal more important than that: and that is, *we have created a contented group of people*. After all, each of us must spend a considerable part of our waking hours, all our lives, on a job. If that job is not one we can enjoy, one we feel represents an opportunity for us to become greater people, then our chances for contentment and happiness are very remote.

But if it is something in which ability, as developed by the worker, becomes something of greater satisfaction to that worker, then his attitude of mind and his hope for the future are radically different. I am sure that has occurred in our own organization, not because these people are rewarded at a higher rate than is true of workers doing the same sort of work anywhere else in the world, but also because they feel they are doing something worthwhile.

And the second thing is that what a man is at any time is only a small



the latent abilities in you because you have attempted to develop them and changed those latent abilities into real abilities. That is what the man is at any time in his life. What are the latent abilities, which he has developed into real abilities, that can be used? Therefore, the second thing necessary is to make sure that the man is working for an organization justified by its need in the economy. But, secondly, to arrange that every man is rewarded in proportion to what he does to make that product

part of what he can be. The psychologists tell us that few men develop as much as 50% of their latent abilities. How are latent abilities developed? I think a good illustration would be this: you take a dozen children who had never attempted to swim and put them into water over their heads, some would swim, perhaps some would sink. Those who would swim would have swum for the first time in their lives. They would have developed a latent ability into a real ability instantly. That is the way most latent abilities develop.

It is putting ourselves to a test beyond anything that we have ever done before that calls forth abilities we do not know we had which makes us into larger and more able people, makes the useful, the contented individual.

People who have developed latent abilities are not people who want to change the world, because what they have is what they want. I do not believe that you would ever have a Communist, a Socialist, or a craver of government security if people were developed into anything like what they could be. But remember, it is only because of intense desire that people develop latent abilities. The desire must be there; the drive must be there, if you are going to bring those latent into real abilities. That can only occur when we want to do the best we can.

I cannot imagine that a union labor worker would develop much ability if he has been classed by his union labor leadership into a certain group, to be paid a certain amount, to enjoy certain rights, but only those that the union has given. He would not try to develop. He would try to do exactly the opposite. A man of that kind is never going to be content, is never going to be big, and is never going to be useful.

Incentive management is not something which has to do only with more efficient production. It has to do with a more and greater people. Incentive management is not only something that will give more production, profit and more activity. It is something also that will build a greater nation. Incentive management is a fundamental drive inherent in all of us and which must be used

in some way if we are going to be a progressive nation.

I do not believe anyone can have any other point of view in connection with this matter, but this is not a narrow matter which has to do with industry only. It is not something that has to do merely with more and greater output. It is something fundamental to mankind.

I think one more illustration would bring out that what we want is the matter of pride and recognition. One place where incentive is carried to the extreme, where the greatest example of it is evidenced, is the amateur athletic game.

Now remember all of the things we have been told were incentives: money, short hours, easy job: none of these things are present and no one in athletics wants them present. I doubt very much if an athletic team which was paid so much per hour would be as successful as the athletic team which is completely amateur. But there you do have incentive to the limit. You there have also long hours. The man who is replaced by a substitute (so that he does not work any more) is not glad of it: he is very sorry, and if he does not get put into the game at all, he is desolate. He wants long hours. He wants hard work. He wants long training and he wants no money. Yet we have incentive there carried to the absolute limit. It is obvious, therefore, that money, short hours, or any easy job are not the foundations of any suc-

cessful incentive. Therefore, our whole attitude toward the matter of incentive—that government has, that labor union has, is completely opposite to the fundamental drives which we must develop if we are going to have the results we want.

There is another point there which I think is of considerable importance and that is that the progress which can be made in industry, in efficiency and primarily in the development of the individual is limitless and endless.

Since few men have developed as much as 50% of their latent abilities, it is quite obvious that there is much more ability to be developed. It is obvious that if the Creator gave us those latent abilities, he gave them to us with the expectation that they were at some time going to be developed. Therefore it would seem to me that it is a great challenge to all of us if we can recognize one fact, that the progress which can be made is far beyond anything that we have seen so far. The great individual man is only a shadow of what he will be, what he can be, and what the Creator intends for him to be.

Incentive management is a new philosophy in industry. We have seen the sordid results of that continual friction we call collective bargaining. There is a new horizon presented in this matter of development of the individual and his desiring to work for the common good. These are the two directions in which we can go. Those are the challenges which we face. The future waits eagerly for our answer.



Let Your Light So Shine



IN THE BETTER SECTIONS of most cities there are usually several neat, substantial, well kept homes which have plaques of various sorts prominently displayed such as John Doe, M.D. Richard Jones, D.D.S. or James Roe, Atty. at Law. These are the homes of professional men and the occupants are recognized and respected as such. In the offices of the downtown districts are lawyers, dentists, Certified Public Accountants; in our schools are professors; in our churches are Clergymen; all recognized professional people. They are professional people because they have educated and trained themselves to the point where they "profess to know" more about their calling than the layman. The doctor "professes to know" more about medicine and surgery than the non-medical man. The lawyer "professes to know" more about law, the Clergyman "professes to know" more about theology; the teachers of our schools and colleges "profess to know" the various sciences and subjects they are required to teach and their success in their various fields depends upon the degree to which they are able to demonstrate the qualifications they have.

In a home equally neat, substantial and well kept, perhaps next door to one of the professional people mentioned above lives Pete Thomas. Pete



by William V. Dobson
Colgate Management Club
Jeffersonville, Indiana

has no sign on his gatepost emblazoned with his name and part of the alphabet, announcing to the world that Pete is a professional man and what his profession is. It's a general fact that no one seems to recognize that Pete is a professional man. It is doubtful that Pete recognizes himself as such, and yet his job is just as technical and involved as any of the ones listed above. Pete is a foreman.

Before we go any further, let us consider what a foreman is, what is required of him and how he gets that way. Webster defines a foreman as "the chief man of a jury or a gang of workmen." The title "Chief Man" at once sets him apart from the rest of the men. He is no longer one of them. At the same moment he is responsible to them and responsible for them. To his workmen he must be a father, confessor, friend, guardian, and information booth. To the company, he must be honest, conscientious, well trained, capable and able to lead and direct men. A man just isn't born that way! Maybe some of the innate qualities are inborn, just as some personality traits are carried from father to son, but mostly, a foreman is "made" not "born."

Thus we find that Pete, the foreman, is set apart from the rank and file. He is in the forefront; a leader because he "professes to know" more about the mechanics of his department or his company than the workmen in his department or company. He also is a leader because he has trained himself in the basic elements of leadership psychology and has developed his ability to lead and direct the workmen to the completion of their appointed tasks.

A medical school or college of law recognizes the fact that a student has completed his course and is ready to go into practice on a basis of "professing to know" by issuing a diploma. Then society shows its recognition and acceptance by its patronage. Pete's accomplishment is recognized by top management by his promotion into management and his acceptance by the workmen is demonstrated by their willingness to produce under his supervision. Here, too, success depends upon the man's ability to stand up to the qualifications he professes to have.

It is true that there are some foremen who are not foremen, just as there are some doctors who are "quacks," some lawyers who are "shysters," some bank clerks who are embezzlers, and some teachers who are spreaders of untruths and un-American propaganda. But, for the most part, foremen and industrial managers are qualified for their positions by their education (and by education is meant industrial training as well as formalized schooling) and their personal initiative. They are professional men! Maybe some day Pete Thomas can hang out his shingle as Pete Thomas, Q. S. (Qualified Supervisor) Pete Thomas, D. I. M. (Doctor of Industrial Management) or Pete Thomas, D. P. T. (Director of Production Technique) and be publicly recognized as the professional man he is, because management, both supervision and staff, has been, is and will continue to be a definite profession. It is up to management to promote its recognition.



BILLED as the "World's Greatest Dance," turnouts have been consistently high each year, averaging well over 25,000. In first two years dance was held at Detroit's mammoth Olympia; now the annual affair is staged in the two largest buildings at Michigan State Fair Grounds. Above is portion of the record crowd of some 30,000, who attended the 1949 dance.

By Jerome C. Moore

THERE are a lot of good things that money can't buy. There are also a lot of good things that you can't buy without money. By the same token, a lot of money, in itself, will not insure the success of your management club, but a sound financial groundwork, on the other hand, is vital to the building of a successful club.

It was this line of reasoning that launched the Briggs Management Club's first annual Spring Frolic in 1947, the year following the club's organization. Comprised of some 1,800 supervisors of the Briggs Manufac-

turing Company in Detroit, the club is the largest industrial affiliate in the NAF. In some respects, operating a club that size is a big business—a business that pays dividends in high morale, enlightened supervision and community good will.

When the first board of governors of the Briggs Club met to discuss ways and means of operating their "business," they knew that membership dues alone would not provide sufficient funds for conducting a worthwhile program. The best solution, they decided, was an annual fund-raising event which would realize enough revenue to carry on the club's

activities and still leave a substantial balance in the treasury for sponsoring a similar event the following year.

LET'S DANCE

THE board of governors turned to W. E. "Bill" Landis, Briggs director of industrial relations, who was then (and still is) program chairman for the club. He suggested that the single activity enjoyed by most people and encompassing the greatest span of ages is dancing. To prove his point, Landis set out to make plans for the first annual Spring Frolic. He booked two local bands,

World's Greatest Dance!

Annual SPRING FROLIC
of the BRIGGS MANAGEMENT CLUB

SWING and SWAY
WITH SAMMY KAYE

International Famous Radio Personalities
Don CORNELL * Leslie LESLIE
Tony ALAMO * THE KAYEDETS

Plus SO YOU WANT TO LEAD A BAND

ALL FOR ONE DOLLAR PLUS TAX

8 BIG DOOR PRIZES
2 MORE TOP BANDS
Stupendous STAGE SHOW

STATE FAIR GROUNDS
COLISEUM BLDG. AGRICULTURE BLDG.
SAT. APRIL 23RD

HUGE TRAILER containing prizes to be given and advertising dance is stationed outside various Briggs plants on different days preceding the dance.



WAYNE KING, and the Don Large Chorus were a popular attraction at the 1950 dance. The orchestras of Tommy Dorsey, and Ray Anthony were featured on the same bill.

World's Largest Dance . . .

ATTRACTIVE POSTERS in several colors are distributed throughout company plants, as well as in music shops, drug stores and other places where tickets are on sale.

featured a star-studded floorshow and offered eight outstanding door prizes, headed by a Chrysler Windsor 4-door sedan, all for \$1.20 per person. The dance attracted over 10,000 fun-loving Detroiters who jammed mammoth Olympia Stadium.

In 1948, Vaughn Monroe's orchestra, a local band and a coast-to-coast radio broadcast starring Dorothy Shay attracted twice the number of people, the largest crowd in the stadium's history. The next year the dance was moved to the two main buildings of the Michigan State Fair Grounds where Tommy Dorsey, Sammy Kaye and Elliot Lawrence and their orchestras played to another record crowd.

ADMISSION STILL \$1.20



AFTER five years the dance still features top bands and entertainment and door prizes still are headed by a new model car. Attendance has averaged well over 25,000. Now billed as the "World's Greatest Dance," and with admissions still pegged at \$1.20 each, the annual affair has acquired a sound reputation and is practically an assured success.

This doesn't mean, however, that members of the Briggs club can lean back in their chairs and put their feet on their desks. A lot of careful planning and committee work is behind each dance. To assure appearances by top name bands and leading entertainers, bookings must be made several months in advance, as must arrangements for rental of large public buildings. An effective advertising campaign must be developed and properly timed. Tickets must be printed and distributed for sale, door prizes must be obtained and displayed, buildings must be decorated, and a multitude of other jobs, large and small, must be done.

Although a great many of the club's members take an active part in sponsoring the dance, the primary responsibility lies with Landis' program committee. The job he and the committee have been doing speaks for itself.

SPENDING COUNTS, TOO

 SPENDING the money, of course, is equally as important as getting it, for a rich man whose expenses exceed his income is in reality a poor man. In addition to the regular monthly dinner meetings, the Briggs club conducts special events annually, including Ladies' Night, a family picnic, a feather party and a Christmas party.

The educational committee, headed by Chairman Dan Pierron, offers free of charge to all members several courses consisting of 8, 10 or 12 two-hour weekly sessions. Among the subjects covered are speech, human engineering, conference leadership, stocks and bonds, metals and photography.

The management club chorus, under the chairmanship of Jim Dawkins, is another activity sponsored by the club. As well as singing for various management clubs, the chorus has made several civic appearances in recent years.

\$15,000 IN SCHOLARSHIPS GRANTED

 ONE of the most worthwhile projects is the granting of scholarships to sons and daughters of members.

Headed by Frank Tousley, the scholarship committee selects, on a competitive basis, three high school graduates every year to receive awards of \$1,000 each. To date, a total of \$15,000 has been granted for the education of the younger generation. The winners may use the funds at any accredited school of their own choosing.

The club's athletic program also has enjoyed an enthusiastic response. Aimed to provide a satisfying variety of sports for all, this committee, headed by Dan Lipinski, offers members a year-around program of bowling, softball and golf, as well as annual tournaments.

These and many other activities, too numerous to mention, all are made possible through the club's fund-raising spring dance. It works at Briggs—maybe it will work for you.



WOODY HERMAN and his Orchestra at the 1951 "World's Greatest Dance."



HARRY JAMES, his trumpet and his orchestra at the 1951 "World's Greatest Dance."



ROSALIND PATTON, popular singing star featured with Elliot Lawrence and his orchestra, gave several renditions of current song hits at the 1951 "World's Greatest Dance."



TOP PRIZE WINNER among contestants on Sammy Kaye's "So you want to lead a band?" stunt at 1949 Frolic was Edward Jones, Briggs machine repair man. Tommy Dorsey and Elliot Lawrence appeared on the same program.

Making Good Labor practices WORK



By Thomas O. Armstrong

Director of Plant Labor Relations
Westinghouse Electric Corporation
Pittsburgh, Pennsylvania

"Making Good Labor Practices Work" pre-supposes four fundamentals essential for sound industrial relations.

1. *That our company desires an industrial relationship of as high a degree as is possible within the framework of human understanding.*
2. *That our company is willing to express itself through policy to all those within the framework of its organization; supervisory and supervised.*
3. *That we as supervisors recognize change, change in attitudes, times and objectives, and the need for flexibility in policy.*
4. *That our company and we place industrial relations in equal status with other phases of production that it considers essential to the successful operation in the business and, therefore, is willing to expend its time and money with its supervisory forces in matters of industrial relations.*

Without these, there can be no good labor practices, for organization will only respond in the measure of importance our company and we display through our own expression, its effectiveness in carrying out the expression, and its demonstration in the daily operation of business.

Let us assume, therefore, that we desire as smooth an industrial relationship as it is possible to get, and therefore, are willing to put forth every effort to make it work, whether or not the responsibility for industrial relations is vested in a director

of industrial relations (full time), or through the medium of the line organization (part time).

We all recognize that industrial relations is that part of our daily activity which has to do with our relationships with others; those above us, as well as those below us. It is that relationship that causes us to do with a willingness; inspires us to do more because we want to; or, causes us to feel "down in the dumps"; and retards our activity, our thinking process, and our effectiveness.

MORALE

Industrial relations is good or bad dependent upon the morale within the organization. You either have morale or you don't have morale as reflected in the attitudes of employees in the various levels of the organization's structure. Someone stated: "Morale is the treatment I get from the boss."

These things I mention here because morale is made up of a lot of little things, dependent in a great

measure upon the day to day industrial relationship of one person to another, at all levels of the organization, which form attitudes for or against the boss, the company, its policies, or business.

Understanding these basic principles we begin to appreciate more fully the supervisory force and the part it plays in the formation of attitudes along the line.

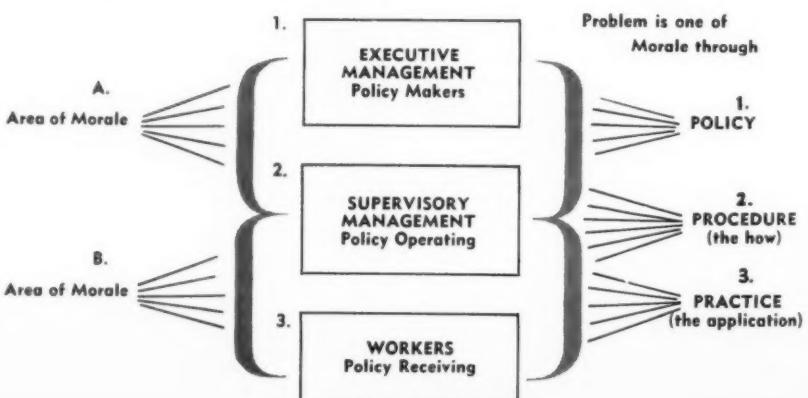
For, what good is sound industrial relations policy if it is not known to those who must administer it, and to those who are supposed to benefit therefrom, or

If it is not encouraged and practiced among those who must administer it, to those who are to work within it, or

If it is not appreciated by the supervisory force as being sound and reasonable?

If we can agree upon these factors thus far stated, let us review the following diagram as it presents organization as we know it, and helps further to define the problem of:

MAKING GOOD LABOR PRACTICES WORK



Here we see the framework of industrial relationships, with the responsibility for policy vested in (1) *top management*, (2) *with supervisory management having the responsibility for policy operation and dissemination*, and (3) *workers or employees as the policy receiving group*.

1. We begin to realize also that the relationship between the supervisory and the executive management is most important as it relates particularly to the success and the proper administration of policies.

2. Much has been said about the supervisor as a key man of industry. Let us ask ourselves: "What makes a key man?"

His position in relation to his men? Or his equipment in terms of knowledge and the intelligence and understanding with which he is able to administer his people?

He is not a key man merely because he is at the point of contact with the workman. He is in a key position. It is top management's responsibility to recognize this fact and help to make him a key man in that position.

The modern and up-to-the-minute supervisor gets his knowledge from two sources: (1) *that which he has*, and (2) *that which he knows where to get*. The latter is and should be provided by top management through one source or another.

To the worker, the supervisor is the expression of the company. Its philosophy or policy will be accepted in the light of the type of supervision management entrusts to administer it, aptly expressed by a worker: "He's the boss, isn't he? The company placed him there. Didn't they? That's the way they want it done then."

3. To the worker, policy becomes a reality when he sees it in action or by demonstration. As someone once said: "actions speak louder than words." When he sees universal action taken in matters affecting him, he then begins to understand the policy of the organization. It is the principle of "practice what you preach."

For example: One worker was heard to remark: "It's a good outfit to work for, you are treated right, and the company sees to it that your ideas are given consideration."

Conversely, however, another was heard to say: "Yea! They've got some

swell policies written down in their handbook, but they don't practice them. You need a union to see to it that you get what's in the company's handbook."

So, we see our problem one of policy (C) placed into action with the aid of procedure (D) and followed through into practice (E).

POLICY

In the days of the small manufacturing unit, or in the present small shop where everyone from the janitor up speaks reverently of the "old man" or Mr. So-and-so, the need for policy is not apparent. We knew his policy by knowing him. He came around through the shop each day. We knew some of his trials and tribulations. He knew ours. We worked for him. We knew just about how he would want things done. He was policy.

Today, however, we hear the words: "It's the company policy to do this or that"; "I'd like to give you a raise, but you know the company policy, Bill", etc. The expression "absentee management", further emphasizes the gap created by the growth or organization, and between those who create policy and those who administer and receive policy.

As a first step in our own appreciation of the word, let us attempt to define the word policy itself.

Webster (our old standby) defines it as: "the art or method of government; the course of conduct; the line of action; in relation to some special issue; a line of conduct adapted to given circumstances."

A foreman, however, defined policy in this manner: "a set of rules and regulations which tells me what I can or cannot do."

Another supervisor said: "It is a rule which I can tie on to, if I get into a 'jam'."

I am told that the dictionary gets its words from use frequency. Possibly definitions also come from use frequency. The supervisor who needed a rule to tie on to when he was in a "jam" is commonly referred to as the "buck passing" type of supervisor.

I like to think of policy as the expression of the personality of the organization, the ideal, the philosophy of the company, the good intentions or the management.

As an example:

"It is the policy of the company to treat all employes as individuals working within groups; and to encourage all employes to suggest, criticize, or complain in matters concerning their welfare."

"It is the policy of the company to pay fair and adequate wages commensurate with each person's ability, training, attitude and worth to the successful operation of the business, and in line with wages paid for similar work done in the community."

These are but two expressions of policy putting forth the ideals and the philosophy of the management with reference to the problems presented. They are the statement of good intentions of the top management, and express the personalities of the policy makers. Professional groups refer to their code of ethics for the operation of policy within their groups. Needless to say, such expressions should not be kept within the confines of the makers, or within the desk drawer of a few departmental heads. If they are worthy of recording, they are worthy of expression down through all levels of the organization, to the supervisor as well as those supervised, for without expression, policy cannot be administered by those who have the responsibility for its administration.

ANNOUNCING POLICIES

A few manufacturers have stated that it was dangerous to express policy, because of possible change in the future, and on the basis that changes are made easier if they have not been announced previously.

If this were true, we would never announce policies of any kind, sales, service, finance, etc. for these are always subject to change with the times, the market and other conditions. If the policy is sound and necessary, it should be expressed for proper administration and for the values derived from its expression. It is well to note that many companies had sound personnel policies for years. However, for one reason or another, they failed to express them, until the union came along and forced expression of them in agreements, resulting in the union taking credit for many policies already in effect.

(Continued to Page 32)



by Joe Penfold

Our editor sure put us on the spot with that build-up he gave us last month. And I mean "us," too. This column is going to be a cooperative business, between you thousands of NAF members who hunt, fish and enjoy the outdoors and me. My job will be to do a bit of editing, toss out on the table an idea once in a while, and maybe to act as referee on occasion.

One thing for sure. Sportsmen have an ingrained habit of being mighty intense about their sport. They've got more pet ideas, prejudices and solutions to any fish and game problem than —. And come to think of it, I'm no exception, and don't know but what that's the way it should be. There's something mighty personal about swinging the old scatter-gun on a mallard, dropping a ginger quill on a productive looking rifle or doing a sneak up on some big-rack buck.

It's the personal side of things we're interested in and mean to play up. They will be your pictures we use, your yarns we tell and it's your experiences in the outdoors that folks generally want to read about. So get your stuff rolling along to me, sooner the better.

Big Business

Did you ever stop to figure . . . let's say while you were playing that musky that would have broken all records, but threw the hook on his last jump . . . just how much you contribute to the economy of the nation with your hunting and fishing? Hunting and fishing is big business, really big. Art Carhart, nationally known outdoor writer, wrote up that story in SPORTS AFIELD recently. Mighty interesting statistics he dug up, we helped him and saw the information come in. He tabulated the figures sent in by a cross section of hunters and fishermen from all over the country.

They showed that the average fellow who hunts, fishes or both, spent an average of \$599.81 during 1950 to do it. There are about 33,000,000 people who hunt and fish. Art discounted the kids, and some other classes of sportsmen, and to avoid duplications also took a total of 23,000,000 money-spending sportsmen. Then he arbitrarily cut the average expenditure one-third, just to be ultra conservative, and took an average expenditure of \$400.

Even so, it shows a total of over \$9 billions a year. That's what the sportsmen spent for guns, ammunition, fishing rods, lures, lines, boats, motors, gasoline, tires, hotel rooms and all the other items of expense that go into a year's hunting and fishing.

ELEPHANT BUTTE is one of the early reclamation lakes, completed in 1916. It has produced good fishing consistently. Mostly it's no trick at all to bag a limit of crappies, and then you can have some real sport tossing a deep-running plug for Mr. Large-Mouth in this New Mexico lake. A red and white pattern of one of the several varieties of lures which look like they travel backwards produced fine results our last time on the lake.



That "ain't hay," as the fellow said. Half again as much as the total taken in by retail filling stations in a year, three times more than the annual total liquor take, more than all the farmers received for their hogs and cattle. Sportsmen spent more for hunting dogs and their up-keep than total gate receipts of all the sporting events in the nation that year.

Yep. Your hunting and fishing helps keep the machinery of our economic system well oiled and turning.

Good Fishin'

The little city of Truth or Consequences (formerly Hot Springs) located just below the dam which creates Elephant Butte has built up quite a tourist trade, as well as being a health center. The situation looked pretty bad there this past summer. Several years drouth had necessitated a lot more release of water down stream, for irrigation purposes, than was flowing in. When full the lake holds some 2 million acre feet of water. Right after Labor Day, when the irrigation season ended and gates were closed, the lake was down to only 15,000 acre feet. The fish were



TAKE A LOOK at that bass! Judge it went five pounds or close to it. Large-mouth, of course, or as the technical boys would call it: *Micropterus Salmoides*. That's a typical team of fishermen grinning all over the place. Don't know whether it was "pa" or "mom" who caught it, but both are mighty proud.

really packed in that small remaining pool, and the fishing was something!

Fortunately the heavy storms which have raised hob around country since Christmas packed a lot of snow in the high country of the Rio Grande drainage, so run-off next spring should be a lot better. Elephant Butte is open fishing year round, so keep it in mind if you are making a trip cross country the southern route.

If any of you want to add up your own hunting and fishing costs this past year, send me a stamped and self-addressed envelope. I'll send along one of the questionnaires Carhart used. Word of advice . . . when you tote it up, don't show it to friend wife. It'll cost you, believe me!

Huntin' Notes

Most of us out in these parts have our guns oiled, in their cases and put away. It will be a month or so before we start taking out the old fishing gear to check it over, re-glue a ferrule, re-wind wrappings and do the other little chores which help hasten opening day. Looking back it was a pretty good year. Reports coming in from the states show that mostly we had good luck.

Colorado had its biggest deer kill in history — final reports aren't in, but total will top 80,000 muleys.

Here's one for the books, and a lot of argument already is showing up. Experience on the Uncompahgre Plateau of western Colorado, where we've had five seasons of two deer on a license, either sex, shows the deer are doing better than ever. Over 50,000 head taken from that one herd in the last ten years, two-thirds of them in the past five, and the country is still crawling with deer. Reason is, they tell us, competition for food in that area with pretty sorry looking winter range for the most part is lessened, and fawn crop survival goes way up.

A study of the inter-state herd that migrates back and forth between southern Oregon and northern California shows a potential fawn crop of 1.7 per breeding doe. Provide the habitat and the food, and deer can take a lot of hunter pressure.

Sportin' Patter

We were checking over state hunting laws a while back and found that a fellow, if he had the time, could start hunting deer in California first week of August, hunt his way across and around country, winding up in Florida in January. A five month deer hunting trip might be something, not to mention the final tally of non-resident license costs.

Lucky Ohio anglers! After several years of testing liberalized fishing, that state has opened all waters — no closed season, no size limits and no creel limits. That should prove to be a most interesting experiment. We can all hope it pans out.

Any outdoor column has to have an "ask the expert" department. That's for us, too. You'll ask the questions, we'll toss them out to the gang, and the best answer goes in. Any question that concerns our outdoor sport that you think would interest a lot of us is what we want. Send them in, also pictures, yarns and suggestions, too.

Note this address: Joe Penfold, that's me, 970 Forest, Denver 20, Colorado. Shoot your stuff in.

Adios. See you next month.



HUMAN RELATIONS IN INDUSTRY

by Robert Dubin

Prentice-Hall, Inc., New York

\$7.35; 563 pages

Robert Dubin, associate professor of sociology and associate professor of management at the University of Illinois, has written an unusually interesting book on the human and social elements encountered in business and industry. This text is an elementary sociological study of modern industry. Office by office, job by job, Dubin breaks down an industry into its various personality groups. The book provides the factual basis for understanding and appreciating human relations as the chief dynamic force within industry.

Few management men could fail to gain much from a study of "Human Relations in Industry."

Other authors of such books could profit from the "case study" portion of Dubin's text. He proposes problems of representatives of the various job classifications. These problems enable the reader to see the sociological concepts of Dubin in true-to-life situations.

—Tom Cadden

INCENTIVE MANAGEMENT

by James F. Lincoln

The Lincoln Electric Company, Cleveland

\$1.00; 249 pages

Few presidents of industries sit down and write the benefits of their experiences in book form for others to utilize. Like some generals, most industrial presidents "just fade away" and with them their years of experience in industrial and human relations. Altogether too few such books are written by men of authority, men who have worked up to be president of a big company.

After reading "Incentive Management," one is amazed that many books have not been written on the subject—which in itself appears supported by obvious facts. Incentive management offers an intelligent approach to the solution of labor-management friction situations. How intelligent it is for industrial management to provide incentives under which individual employees will rapidly develop their latent abilities, which reward the company as well as the individual.

President Lincoln proves to the reader of his book that profit under incentive management is no longer an end in itself . . . It is a by-product.

Incentive management is a new, refreshing approach to the cure of many industrial ills. Lincoln Electric's chief executive is to be congratulated for sharing the workable philosophy with others.

—Cal Arnold

Charles A. McKeand

CURRENT issues of business magazines and various news letters, which emanate from supposedly authoritative sources, are filled with discussions and predictions for the coming year covering the wide range of international affairs, national affairs, labor, politics, etc. The interviews in the daily press, reports of conferences, and the public addresses of business leaders and national and international figures, all predict for the New Year.

Summarizing all of this, we will see recurring problems of heavy tax burdens, inevitable increases in wages and salaries through the constant piercing of wage and salary ceilings, more than the usual amount of labor disturbance through strikes resulting from negotiations on wages, tight labor markets in some areas, and surplus in other areas due to curtailment of materials for durable consumer goods, this curtailment creating shortages in the retail market. There will be an inevitable rise in the cost of living and further inflation.

The papers will be full of strife in Washington, international pressures resulting from the continued cold war, nearer or actual outbreaks of violence and warfare in crucial areas.

There will be a continued revelation of scandals in high places in government and hardest of all there will be a continued softening and losing of face by the United States in dealing with Russia and her satellites. Our international reputation will sink to an all time low.

Superimposed on top of all of this will be the claims and charges and the counterclaims and countercharges of political candidates maneuvering for places of advantage in a presidential election year.

It would be foolish, therefore, for the writer to try and report specifically on matters that are of interest to men in management ranks. It might be more to the point if we were to consider a few basic facts.

BETTER EMPLOYEE RELATIONS ALWAYS WIN

Regardless of what may occur during the coming year, that company which improves its employee relations will be more adequately equipped to



withstand whatever shocks may occur. If people understand and are in possession of accurate information regarding the company problems, they will cooperate more fully in helping management meet the situation.

This is the time for a more careful and objective review of communications programs. Basically each of us is interested in a steady job, adequate pay, the necessities of life, the opportunity for improvement, and some type of insurance in old age. In the face of constant increase in the cost of things on one hand and the increased tax burden on the other, it is but natural for the average person to seek for the satisfaction of human desires through some type of paternalistic government control or subsidy—without thinking of the source of such support.

The place of employment of the individual is the logical and practical locale for him to receive information and to participate in discussions of such subjects. The day-by-day operations at his place of employment provide a proper physical medium of illustration. The employee works and has his daily existence in an economic atmosphere. The company which employs him also lives in an economic atmosphere. There, the two have much in common. Whether an individual likes it or not, he is a part of the American system. He finds his job, seeks his security, strives to create and maintain a determined standard of living in this system. He encounters disappointments, has his experiences and realizes some of his ambitions in it also.

A company's communication system should provide for accurate and reliable information downward, but it should also admit that the employee

has a point of view and an opinion which should be given adequate opportunity of expression and allowed to come up from the bottom. The employee should know that this information is recognized, appreciated and acted upon. Under these two-way circumstances, management may expect acceptance of its communications and along with it the cooperation and understanding of its employees.

A MANAGEMENT RESPONSIBILITY

Men in management have a very great responsibility in seeing that this communication system works. There is no package or system or plan that can draw communications up from employees to management. In each company there should be a study to determine the barriers that exist to proper upward communication. This is management's responsibility.

One study recently made by a very progressive company developed a positive conclusion that the very inherent setup of business itself, by its very nature, is authoritarian. This same study put most of the blame for poor communications on management people, pointing up the fact that those in management ranks were intentionally or unintentionally given short shift to what their subordinates think and feel. Yet—how can one explain to the employee his responsibility to the company if there is not a breaking down of the barrier to the point where the employee feels that there is also appreciation of his problems?

This is the time, in the beginning of this new year with full knowledge on the part of all of us as to what this year will bring, to take some immediate steps to improve our systems

(Continued to Page 34)



EVERY NATION IS THE LENGTHENED SHADOW OF ITS PEOPLE

A NATION is not just some land, a government, and a flag: *it is a society made up of individuals.* The kind of a society it is depends upon *what kind of people the individuals are:* their "nation" is always the lengthened shadow of their character, ideals, and ambitions.

The question, "How 'good' can a nation be?" is answered by, "How 'good' are the people?"

This principle is found throughout nature.

For instance, a piece of steel is what it is because its molecules (the particles which compose it) are what they are.

To change the nature of the steel, it would be necessary to change the nature of its molecules.

Similarly, America is what it is because Americans are what they are.

To change America, it would be necessary to change the nature of Americans.

II

TO get *better government* in America, the people, *as individuals*, would have to become *better citizens.*

To get a more moral America, the people, *as individuals*, would have to become more *moral.*

To get a more prosperous America, the people, *as individuals*, would have to become more *industrious* and more *thrifty.*

That is why it is so useless for us to wait for some miraculous "mass" action to lift us up to new heights of prosperity and security.

Every nation has pretty much the same pattern.

First comes the individual, then the family, then the neighborhood, then the town, then the county, then the state, then the nation.

Better states make better nations.

Better counties make better states.

Better towns make better counties.

Better neighborhoods make better towns.

Better families make better neighborhoods.

Better people make better families.

III

MOST Americans, as individuals, have usually worked hard; lived up to their contracts; tried to be decent, respectable citizens; reached out a helping hand to their less fortunate neighbors; respected the property of others; practiced enough thrift and self-denial to acquire some property of their own; and have asked nothing of their government except the maintenance of law, order, and national defense.

These individual qualities have made us what we are.

To keep what we have gained and to make more progress, we must, as individuals, maintain and intensify these qualities.

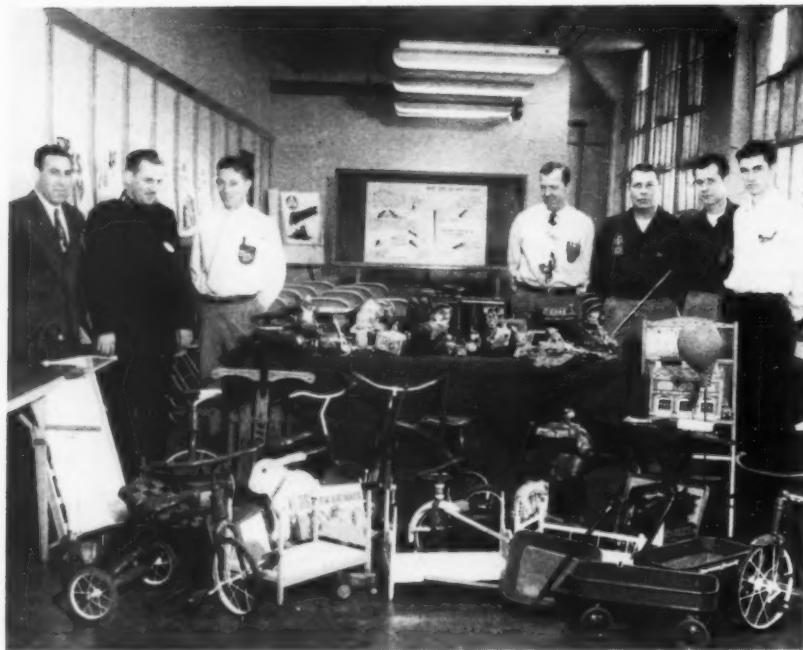
If, as individuals, we become a *different kind of people*, America will become a *different kind of nation.*



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SOLAR TOYS FOR IOWA CHILDREN—Here are some of the toys that got the rejuvenation treatment by members of the Solar Management Club of Solar Aircraft Company, Des Moines. Salvation Army Commander Douglas Norris, who distributed the toys, gives them an inspection with the Community Activities committee co-chairmen, Joe Arvizu and Walt Rummons. At the right are Bert Osgood, Club President, and Paul Finney, Carl Webster and Sylvester Stegemann.



MAYTAG HELZAPOPPIN'—One of the acts on a burlesque-type program of a fun night meeting of the Maytag Management Club, Newton, Ia., is seen above. It was alleged to be a "typical" supervisors conference. In this photo, two "production foremen" blame each other for a damaged wash tub—and the others just watch.



COME, SIT ON MY INNERSPRING HEART—lonely as she prepares for a Happy St. Valentine's heart-shaped couch (or something). From her acting was always judged to be pretty level-headed. The here, however, look like the interior of padded cel

Manage O-PARADE

REPORT OF NAF CLUB
ACROSS THE NATION



ERSPRING HEART—Lovely Virginia Gibson looks happy St. Valentine's Day by taking it easy on a (ing). From her acting in Warner Bros. movies, she is level-headed. The wall and floor in the photo interior of a padded cell. Anyway . . . she's lovely.



QUARTERMASTER DEPOT CHILDRENS' PARTY—The Jeffersonville Quartermaster Depot Foremen's Association, Jeffersonville, Ind., held its annual Christmas party for children on December 21. Two hundred children of members attended the party, which was also attended by General L. O. Grice, Commanding General, and Colonel John J. Madigan, Executive Officer, both NAF members.



COLUMBUS FOREMEN PLAY SANTA CLAUS—Members of the Foremen's Club of Columbus, O., got a little choked with emotion at Christmastime, when they played Santa Claus to the Franklin Village Children's Home. In addition to four big boxes of gifts for the 99 children, the Club presented the home with a television set. Bob Knodel, standing, and Al Manring, seated, headed up the project for the Columbus NAF club.

Talkin' Things over with Mac



WHAT DOES THE WIFE THINK?

WHEN A MAN IS EMPLOYED it is reasonable to expect that his family is employed with him. It is true that in this era the wife may be employed elsewhere, but she is vitally interested in what her husband is doing. They talk over his work, they review what went on on the job today, they discuss the rules and regulations under which he works and the attitude of his supervisor and those on the same working level with him for these things are important to the family. They point the way to employment security and to work happiness, so essential in any job.

This introduction is given because it is one of the factors contributing to industrial peace. Is enough attention given to the home life of the employee? Has industry won the wife to actively support the husband in his daily work. She can very soon acquire the habit of asking questions in the evening which tend to turn the husband against his job.

There is another aspect to this problem. Men in contact with the public keep their clothes clean and pressed; watch your bus driver, your filling station attendant, the girl who is demonstrating the use of a new stove. Do your men's wives see that their husband's are well groomed for their work, or does a man wear the same pair of overalls so long they can stand alone because of the dirt and grease ground into them? Many factories where women are employed furnish them with uniforms which are freshened at regular intervals. When one visits such a factory, he is duly impressed with the neatness and the good appearance of the place. This is not only well pleasing to the visitors but it is a morale lifting device for the workers themselves.

Another point where the wife plays an important part, is the kind of food she serves. If she sends her husband to work with a stomach full of sad pancakes, he is one kind of man. If he comes with a good well-cooked, balanced breakfast under his belt, he is another kind of man. If he knows his lunch box is full of soggy bread with some goo spread on it that is the

same yesterday, today and for evermore, he is one kind of man. If, on the other hand, his lunch is varied and well balanced from day to day so that opening his box always contains a surprise for him, he is a much more agreeable workman.

If the wife feels that her husband's job is secure, she will know how to make her plans for the future. They may wish to buy a home, some good furniture, a new stove, a new refrigerator and those other things so essential in a modern house. She is ready to do these things as soon as she knows how things are working out with her man on his job. Therefore, when an industry employs a married man, it is worthwhile to consider the value of the wife's influence on him as an employee.



Suggestion: Have one of your top flight secretaries write a letter each month to the wives of the men telling them of the importance of the work their husbands are doing. For example, the importance of the work of those who keep the shop clean, the importance of timekeepers, time study men, the man who makes part No. 6872, etc., through your organization. In this way the interest of the wife in her husband's work should be increased.

E. S. Maclin

MANAGE February 1952

ABOUT six months ago, I wrote an article entitled "A Working Agreement With God" which was accepted rather well by the readers of MANAGE. The key thought of the article was provided to me by W. K. Hughes. I suggested to his wife who is my daughter's teacher in Westwood school, that if he ever wrote an article I would like to consider it very seriously for inclusion in my column or page of MANAGE. The day before Mr. Hughes passed on, he completed this article which is offered for your thought. It seems particularly suitable for February during which Brotherhood Week is observed.

Am I My Brother's Keeper?

by W. K. HUGHES

NOT long after "the Beginning," a murderer was being questioned and like many other wrongdoers he first lied, then countered with, "Am I my brother's keeper?" The remainder of THE HOLY BOOK is devoted almost entirely to answering that question in the affirmative. Today, the people of the world appear to be divided on the question.

In some countries we find gigantic piles of masonry reaching toward the sky, dedicated to worship, to service, or to education, and most of the political subdivisions of these countries have from ten to fifty philanthropic agencies supported by the populace in general. In addition to all this, there are international organizations devoted to the preservation of our brothers.

Philanthropy, the very word means literally: love of man, so much more brotherly than the word charity.

Unfortunately, in some densely populated, large geographical areas, the inhabitants thereof do not subscribe to divine commands.

Napoleon Bonaparte once said, "Friendship is but a name, I love no one." The late Adolph Hitler recognized no authority other than physical violence. Despots, absolute monarchs, are uncontrolled, not only by men, but are above all law except what emanates

from within themselves. As children their spiritual food probably was a mixture of brutality, greediness, selfishness, and unkindness, fed to them in an atmosphere of covetousness, and they go through their miserable lives spewing hate and envy.

The whole world is now involved in a gigantic struggle to determine if we are our brother's keepers, if I is to dominate over 'you,' or if the state is greater than the individual?

It is intimated that man now possesses the power to destroy the earth and all the inhabitants thereof. Let us imagine what would have happened had that power been in the hands of some of the tyrants of the past.

In THE BOOK it is also written, ". . . let us make man in our own image . . ." That was an enormous responsibility to confer upon a lump of clay: the talent of being godlike; man is the only animal capable of being benevolent—benevolence, the wish or intention to do good, the sum of moral excellence, the power to communicate happiness.

May we, as men having this great trust given to us, remember to be humble, learn to forgive, bestow praise whenever possible, try to understand our fellow-man, and answer, now, in a loud voice as we all join hands, Yea Lord! we are our brother's keepers!



NAF Club News



SPEAKER AND OFFICERS—Buell J. Fuller, center, addressed the Doehler Foremen's Club, Batavia, N. Y., recently. At left is Bill Schmitt, Club President, and right is Roland Cappielli, Club Vice President.



DeHaven: New Superintendent



Pope: New I. R. Director

GOING UP THE LADDER—Promotions have been announced for two NAF Directors. O. V. Pope, Grayson Controls Division of Robertshaw-Fulton Controls Company, Lynwood, Calif., has been named Director of Industrial Relations of his firm. He was succeeded as Personnel Director by Don Hart, a former NAF Director. William C. DeHaven, Carrier Corporation, Syracuse, N. Y., is the new Night Superintendent of his Company.

Visits Russian Zone

Batavia, N. Y.—The first monthly meeting of 1952 of the Doehler Foremen's Club was held on Monday night, January 7. Bill Schmitt, President of the Club, conducted the meeting which was preceded by dinner. Following the business meeting the guest speaker was introduced.

Buell J. Fuller, County Supervisor and a Batavia businessman, was one of the many thousands of fathers to have lost a son during World War II. His son, who was a fighter pilot with forty-four missions to his credit, died and was buried in Germany in what is now the "Russian Zone." In 1947, Mr. Fuller made plans to visit his son's grave.

Entitled "A Peek Behind the Iron Curtain," Mr. Fuller's talk gave a detailed account of his forty-day trip stressing the amount of red tape to be cut in order to procure a visa to enter the Russian Zone.

Starting months before his date to leave, Mr. Fuller started what was to become almost a book-sized collection of correspondence dealing with his request for a visa into the Red Occupied Zone. His sailing date arrived without his receiving any assurance that his visa would be authorized.

Mr. Fuller then described his trip to Europe and into Germany and his continued attempts to obtain the needed entry papers. Frustrated at every attempt, he never gave up and when the last possible day that would permit his visiting his son's grave arrived, his efforts finally bore fruit. His papers came through. The months of almost heartbreaking setbacks finally resulted in his being able to spend four hours in the restricted zone. Out of these few hours, he was able to spend twenty-five minutes at his son's grave, as near as could be determined, the first person allowed by the Russians for the purpose of visiting a grave.

His son's body has since been returned to the United States.

Mr. Fuller's talk was excellently presented in a manner most impressive. Numerous pictures that he had taken throughout the trip and shown to the Club members added greatly to his very descriptive telling of a very dramatic and unusual experience.

—George McGarigal

Robertshaw Xmas Party

Youngwood, Pa. — There is something about the special kind of joy that shines in the eyes of little boys and girls at Christmas time that compensates grown-ups for all the work and worry of the holiday season. Multiply this by about 1800 and you get a

rough idea of the unique satisfaction enjoyed by the foremen and other employees at Robertshaw who devoted so much time and thought to making this year's Christmas Party an even greater success than last year's.

Prior to 1950, the Robertshaw Foremen's Association had always held a Christmas party for their own children. Then someone came up with the idea that the party should be made plant-wide—that is, to include the children of all the employees. An ambitious undertaking, to be sure, but the Robertshaw Foremen's Association has always been an ambitious group when it came to promoting civic affairs, especially those having to do with the "small fry" of the community. A multitude of details were worked out with the foremen acting as organizers and planners, and aided by a host of willing workers throughout the plant. The purchase of gifts for the different age groups, parking, entertainment, seating, safety precautions (doctors and nurses were in attendance), distribution of the gifts, a real "live" Santa, etc., were just a few of the details that took quite a bit of "doing" before the foremen felt the party was ready to move along without a hitch. And move along without one it did—so successfully, in fact, that it was unanimously voted in as an annual affair.

3000 people converged on the Greensburg, Pennsylvania, High School on December 22. They were welcomed by John A. Robertshaw, President of the Robertshaw-Fulton Controls Company, and W. D. Miller, Manager of the Thermostat Division at Youngwood, Pa. James A. Stroker, 1951 President of the Robertshaw Foremen's Association, acted as the master of ceremonies and the fun got under way. With last year's know-how and a few of this year's ideas, the 1951 Christmas Party was a party worth remembering. Clowns and Christmas Carols, cowboys and movies, performing birds and a ventriloquist held the children's rapt attention, and then just like icing on a cake, came Santa Claus and presents. And the parents enjoyed the party just as much as the kiddies. Truly the Robertshaw Foremen had good cause for feeling "merry" this Christmas!

—A. E. Arnold



YOU BEEN A GOOD BOY? Santa Claus gets a "Yes" answer from the little boy at the left, who was one of 3,000 guests at the Robertshaw Christmas party on December 22, held at Greensburg, Pa.



HAVING A GOOD TIME, BOYS? The success of the Spang-Chalfant Supervisors' Association Christmas party, held in Ambridge, Pa., is shown on the faces of this cross-section. William Kramer was in charge of the party, assisted by Vic Pate and Ed Smith.

—Dick Corey



CHICAGO DIXIE CUP MANAGEMENT CLUB OFFICERS are pictured above. Left to right: W. H. Boehmke, Treasurer; Herbert Pieper, Vice President; T. C. Polk, Secretary; Raymond W. Porter, President.



WELCOME, LADIES! Ray Dobmeyer, President of the New Idea Management Club, addresses 200 husbands and wives at the Club's recent Ladies' Night and Christmas party.



TRI-CLUB BANQUET SPEAKERS TABLE DIGNITARIES at Willoughby, O., were, left to right: James York, Diamond Alkali; Carl Mason, Industrial Rayon; Thomas Pearson, Ohio Rubber; Donald White (Emcee), Diamond Alkali, and Donald Knowlton, Cleveland, the speaker of the evening.

Night Shift Classes

Columbus, O.—The Foremen's Club of Columbus has started a new "first" this year in their educational program. The Club offered the NAF Code of Ethics course for night shift foremen on November 6, 13 and 20 from 10:00 a.m. to 12:00 noon. A total of 42 men were registered. Of this number, 40 completed the course. It was significant that many of these men came from places as far as 75 miles away to attend this course. The leader was W. J. Mowery of the Columbus Auto Parts Co., past president of the city club and an active participant in the NAF Seminars in Dayton.

Framed certificates were presented to each man completing the course at the dinner meeting which was held December 6, 1951. The club is looking forward to setting up additional courses for night shift foremen this year.

—Earl J. Martin

Queens County Party

Long Island, N. Y.—"You Don't Have to Go Crazy" was the title of the talk of Dr. Charles C. Noble, Dean of Hendrick's Memorial Chapel, Syracuse University, when he addressed the Queens County Management Club December 17. The meeting was a combination Ladies' Night and Christmas party. Dr. Noble spoke on the physical and mental pressures suffered by industrial supervisors today. He declared that everyone should have a hobby in order to relax and get their thoughts off their troubles. Ray Lomp presided over the meeting.

—John Szabo

Rocky Mt. Club Installs

Denver, Colo.—The officers of the Rocky Mountain Management Club for 1952 were installed at the Bosses' Night meeting, January 14, in the Lincoln room of the Shirley-Savoy Hotel. Installed were Humbert Hitt, Stearns-Roger Manufacturing Co., President; George Biggins, Denver Fire Clay Co., Vice President; Aldor Olson, Eaton Metal Products Co., Vice President, and Francis W. Tucker, YMCA, Executive Secretary-Treasurer.

Dr. W. H. (Bill) Alexander, red-haired politician-preacher from Oklahoma City, was the principal speaker of the evening. His address was transcribed and broadcast in its entirety by station KMYR.

—Francis W. Tucker

NAF Officer Honored

Dayton—Dr. James E. (Jim) Bathurst, executive vice president of the NAF, has had another international honor bestowed on him. His biography is being included in the fifth (1952) edition of *World Biography*, which publicizes the careers of notable leaders in every field in all countries of the world.

Already Jim Bathurst's biographies are listed in the *Who's Who in America*, *World Blue Book*, and *Who Knows—and What*.

MANAGE February 1952

Secretary's Ingenuity Boosts Club Attendance

UNUSUAL methods of announcing forthcoming club programs can exert "pulling power" on the membership, resulting in a marked increase in attendance at regular meetings. This has been proved in the experience of the Beco Supervisors Club of the Birmingham Electric Company, Birmingham, Ala.

Thanks to the special efforts of pertinent committees and officers and the cooperation of many other members, the Beco Club has enjoyed a variety of well-rounded programs in recent months. But, reasoned Club Secretary E. B. Strubel, even the best program would be a failure unless enough people came out to hear it.

Secretary Strubel figured that it was his job to present the announcements of these programs in such a way as to arouse the interest and curiosity of all members, leaving each with the feeling that "this is one meeting I don't want to miss." Accordingly, he set about devising a new and different way of presenting the notices each month.

The result has been a noticeable increase in attendance, and a fresh surge of enthusiasm among the members for their organization.

The preparation of provocative bulletins, Strubel discovered, calls for considerable thought and imagination. The use of eye-catching illustrations is desirable, and a humorous approach seems to get the best results. At the same time, he attempts to convey the nature of the program in an informal manner.

One notice, for example, went to members in the form of an office memorandum sheet. Another represented a telegram. Still another reproduced a desk calendar carrying, in addition to the meeting announcement, such random penciled notes as: "Borrow lunch money," "Answer letter from Internal Revenue," and "Pick up washtub for wife's birthday."

Individual comments by club members indicate that the arrangement of an interesting program alone is not always sufficient to stimulate attendance. The programs need clever "advertising" to compete with other engagements the members might have on the dates of the regular meetings. It takes ingenuity and considerable work—but the results are worth the trouble.

Strubel also uses the unique approach in his dues-collection and membership solicitation notices. Sample: a magnified classified newspaper ad reading: "WANTED—CASH!! We have just completed our inventory and are willing to sacrifice our club membership cards for only \$10 apiece."





MEMBERS OF THE BRIGGS MANAGEMENT GLEE CLUB are, left to right: Irv Butterfield, Roman Nichols, Charlie Dedrich, Jack Berry, Paul Johnson, Pat Vigna, Bob Scott, Jimmie Dawkins, (Chairman) Ray Kremhelmer, Art Regner, Dick Cawthon, Lyle Nugent, Barney Treloar, Art Gregory. Front Center: Prudence Butterfield, Director. Members not in photo: Ralph Townsend, Jack Persson, Bob Lundberg, Jimmy Ryan, John Denton.



GOOD HOUSEKEEPING AWARD—W. S. Corwin, President of the Production Council of Pittsburgh Plate Glass Company Paint Division, Newark, N. J., was presented this award by T. R. Collins, Plant Superintendent, right. Mr. Corwin received the award in behalf of Richard Veasey, Foreman of the Lacquer Department, who was not present. The award was made in connection with the January 7 Safety Night meeting of the Production Council. (Photo by Carol D. Smolensky)

Blaw-Knox Ladies' Night

Pittsburgh, Pa.—The wives and sweethearts of the members of the Blaw-Knox Division Foremen's Club graced the Christmas meeting as the guests of their men folks in the finest Ladies Night on record. Features of the dinner meeting included "orchids" to the ladies by Vice-President L. E. Joseph of the Blaw-Knox Division as he thanked them for their men and their efforts which resulted in the finest production performance to date.

Club President A. M. Zigan and Program Chairman Frank J. Gozon presented each of the ladies with a shoulder corsage and in turn Mr. Zigan received the beautiful floral centerpiece as a present for Mrs. Zigan who was confined to her home by illness.

The 160 persons in attendance were entertained in a program of company and local talent presented by Master of Ceremonies, Dave Booth, former NAF staff representative. Highlighting the features were Miss Sue Stahlsmith, lyric soprano; Miss Phyllis Brant, concert pianist; Foreman Dick Sprucebank, Santa Claus deluxe, and the "Texas Tumbleweeds," teen-aged radio cowboy quartet. Dick Staub, talented young magician, in a return performance, startled the audience with the "handicapitation" (hand decapitation) trick with Drafting Supervisor L. B. Chantemerle as his unharmed victim.

Colored film recording of the event was made for future showing.

NAF Director W. G. White was recognized and congratulated upon his recent election as Zone D NAF Vice President.

—John C. Smith

New Idea Plays Host

Coldwater, O.—The traditional husband-and-wife December meeting of the Management Club of the New Idea Division of the Avco Manufacturing Corporation, Coldwater, Ohio, wound up the year on more of a social note than a business plane.

With the exception of key night plant personnel, the organization turned out 100 per cent for the final meeting of the year. A group of 200 supervisors and their wives gathered for a cocktail party, followed by dinner, a short business session, entertainment, and a short talk by William M. Werner, Vice President of Avco and General Manager of New Idea.

Retiring President Ray Dobmeyer called roll in the usual formal manner, and introduced entertainers from Radio Station WLW, Cincinnati. WLW is a part of the Crosley Broadcasting Corporation, an Avco subsidiary.

Mr. Werner confined his short remarks to welcoming the wives to the regular meeting and a short explanation of the Management Club functions.

After a session of group singing, the meeting was closed formally by President Dobmeyer.

Newly elected officers of the Coldwater organization are: Harold Johnson, President; Ralph Mueller, Vice President; Al Subler, Secretary; Ray Homan, Treasurer.

—J. B. Babcock

MANAGE February 1952



ORVIS M. NELSON

*President and Chairman of the Board
Transocean Air Lines*



TRANSOCEAN AIR LINES: *from an idea to International Operations*

By David A. Gregory

Oakland, California—Take one idea, \$200,000 capital investment, and five years time; mix well, and run through the mind of Orvis M. Nelson. The result is Transocean Air Lines, Aircraft Engineering and Maintenance Company, Transocean Engineering Company, Taloa Printing Company, Taloa Academy of Aeronautics . . . and that's only the start.

Orvis M. Nelson, Chairman of the Board and President, along with a group of former military and air line pilots, conceived the idea that there is a place in the air transportation business for a carrier to fly on a contract basis to supplement the scheduled airlines. Scheduled air lines cannot be expected to have aircraft and personnel to shift around the world to handle the mass movement of people and cargo.

The scene shifts fast: setting up Philippine Air Lines and flying to Shanghai, to Bangkok, to Hong Kong, to Batavia, and to Australia; flying gold from China to U. S. A.; moving 7000 emigrants from London to Toronto; flying construction workers from California to Guam and Okinawa for the Army engineers; an air transport contract to haul 25,000 displaced persons from Munich, Germany, to Caracas, Venezuela. And more recently, a Navy Contract to fly a life line to Alaska; mail and passengers are being flown between the islands of the Trust Territory in the Pacific under another Navy Contract. While all this has been going on, seven C-54's have completed a year's operation on the Korean Airlift having flown 4,881,032 miles. This aid to the Military Air Transport Service for the first year represents 19,315,524 ton-miles flown. The most recent mass movement that TAL is taking part in is the winging of the faithful of Saudi Arabia to Mecca. King Ibn Saud and his royal retinue of several thousand persons have already completed the annual pilgrimage, as well as 300,000 other pilgrims who were air-borne with their

prayer rugs and prayer stones to the holy city Mecca.

And that's only part of the Transocean story. While TAL planes have been circling the globe, a number of other companies have been set up as divisions of Transocean Air Lines. The largest of these is AEMCO, Aircraft Engineering and Maintenance Company. AEMCO participated in the Berlin airlift as a cycle-overhaul base. Some 245 C-54's were overhauled and repaired to speed "Operations Vittles." Currently, AEMCO, with 1800 people on its payrolls, is overhauling MATS C-54's taking part in the Korean airlift.

The Taloa Management Club, which was organized on July 19, 1951, had Roy Bell install its officers, who are Dutch Siemons, President; Les Beaupre, Vice-President; Betty Berens, Secretary; and Walt Williams, Treasurer. The membership of the club is made up of people from all the various companies of the Transocean group. Taloa Academy of Aeronautics is one of these, and it, too, has quite a background. Besides the regular ground and flight school at the Oakland Municipal Airport (which is the base headquarters for TAL), the school has a contract with the government of Indonesia to train 60 cadets. This training is being accomplished at Minter Field, California. These students will become the backbone of the Indonesian Air Force.

It can be seen from this partial list of TAL activities that things move fast; what was a full-blown operation yesterday, today does not exist. Today, an entire new set of problems face us. It becomes clear that our supervisory personnel must be on their toes, must be prepared to act quickly and see to it that their men are properly instructed and organized for the new work. That's where NAF comes in. The members of the Taloa Management Club are taking full advantage of all the benefits that NAF has to offer. They are enthusiastic, and TAL expects the results to be mutually beneficial.



RYAN MANAGEMENT CLUB OFFICERS recently received their NAF Club banner at a special ceremony in San Diego. Left to right, above, are Floyd Cox, Past President; Harry T. Hodgetts, Treasurer; Edward Oberbauer, President; Ted Hacker, Vice President, and Ray Sanders, Program Chairman.



INSTALLATION OF GRAND SHEET METAL WORKS MANAGEMENT CLUB OFFICERS at Chicago. Left to right are Henry Saunders, Secretary; Abe Holtz, Vice President; Louis Bellecomo, President, and Vincent Owles, NAF Director and installation officer. The Club Treasurer, Joe Pendola, was ill and unable to attend the ceremony.



FRANK MORAN, left, NAF Director, congratulates Joseph Frederick, Jr., President of the Spang-Chalfant Supervisors' Association, Ambridge, Pa., after the latter received, for his Club, a NAF Merit certificate.



GIL CHEEK CROWNS A QUEEN! Mrs. Frank Miller was crowned "Mrs. NAA" recently as the North American Aviation Management Club, Los Angeles, held Ladies' Night. Management Club President Gil Cheek did the crowning honors.



A COAT HANGER WHICH DOES NOT REQUIRE TAKING YOUR COAT OFF before putting on your trousers is exhibited by Don L. Davis to members of the Ryan Management Club and their "Ladies Night" guests.



OFFICERS OF THE SPRAGUE ELECTRIC MANAGEMENT CLUB look about like these fellows: front row, left to right: Charles Wilson, Board of Control; Walter Rohane, Board of Control; Kenny Russell, Program Chairman; back row, left to right: Charles Dean, Board of Control; Ralph D. Boisjolie, President; Norman Schulze, Board of Control, and Donald Meiklejohn, Secretary. Not in the photo are William Mendell, Treasurer, and Fred Scarborough, Board of Control.



WHICH HAS THE WINNING NUMBER? E. L. Dlugosh, right, had just heard his name called as winner of a \$70.00 jackpot at pre-Christmas meeting of the Ceramic Supervisors, Gladding, McBean & Co., Los Angeles. Roid Wedel, left, registers surprise and disbelief at his dinner partner's good fortune.



SCROLL TO FORMICA COMPANY PRESIDENT—D. J. O'Conor, President of the Formica Company, Cincinnati, was recently presented a special scroll by the Formica Foremen's Business Club. William F. Drees, left, Board of Control member, is shown making the presentation while Robert Fellerman, Club President, is at right. The inscription on the scroll began: "Having demonstrated the highest qualities of personal leadership and therefore having set an inspired example to others . . ."

Years and years of happiness only make us realize how lucky we are to have friends that have shared and made that happiness a reality.

—Robert E. Frederick

A man's mind may be likened to a garden, which may be intelligently cultivated or allowed to run wild; but whether cultivated or neglected, it must and will bring forth.

—James Allen



To the Editor:

. . . I do not subscribe to MANAGE. The men who receive MANAGE Magazine have it sent to their homes. After it has been read and discarded by them, I usually have someone bring in a copy to the office for my review. I do know this . . . about three or four months ago, I noticed that MANAGE took on new life. It is more interesting and its better presentation keeps me giving the publication more time to read more articles. . . .

Carol D. Smolensky,
Correspondent,
PITTSBURGH PEOPLE,
Pittsburgh, Pa.

To the Editor:

Let me congratulate you on the new format and the new philosophy, which is such an improvement over the old. My very best wishes for your continued success. We shall continue to keep our advertising in MANAGE.

J. F. Carle,
Educational Director,
Lincoln Extension Institute, Inc.,
Cleveland, Ohio

My Greatest decision

By an NAF Club President Who Wishes to Remain Anonymous

IT WAS an unexpected decision which changed the course of my life from positive ruin to one which is concerned with raising a good family, doing as much as I can for others less fortunate, and making management a profession for myself. I'm not ashamed of the wild, carefree life I led until I was twenty-five years old . . . quite the contrary, I'm thankful for the experience because it helps me understand the struggle other young men are having to get back on the road to good living. Not many days go by that I don't breathe a silent prayer to that greatest of all Management Men for guiding me past inescapable pitfalls, from which no decision could ever have freed me.

I was working for \$24 per week, but was making \$50 to \$75 per week by playing poker. I didn't get tired of playing poker, even during the 48- and 72-hour sessions we had . . . because I managed to drink enough liquor to keep myself going. Every weekend was the same—a constant poker game with liquor flowing like water. More frequently than not, women figured in the activities.

I shock myself when I recall how many years this sort of life went on. I'm constantly surprised that I was able to keep my job. The physical condition I must have been in after those sessions! As I scratch my head in retrospect, I'm amazed that I ever stayed alive to get another chance at living right.

For no special reason at all, I found myself at home in my apartment one Sunday—with no poker game in the mill and with myself perfectly sober. I started reading the Sunday newspaper and lingered over a feature story on a double-murder . . . two men and two women had been keeping company as a foursome.

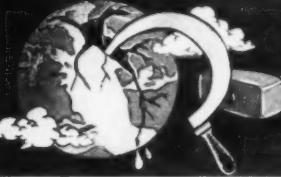
One man caught the other kissing the former's girl. A knife fight followed. One girl was killed, one man was mortally wounded.

The sweat broke out on me. I and a buddy of mine were going with a couple girls who lived together. We frequently "kissed the other's girl" just for kicks. My imagination went wild . . . what, if on one of our frequent drinking sprees, one of us might lose our temper over this so-called fun? I looked at the article again and realized how easily my name could have been substituted for the man's who was stabbed to death. The effect of such a disgraceful tragedy would ruin my family, hurt my friends, and put to waste the good educational foundation on which I had built my life.

I took the story in the newspaper to be proverbial handwriting on the wall. Like I had been born anew, I began immediately—that very day—a new life. I dropped my old friends and made new ones. I have never since played poker all night and I have never "loaded myself to the gills" with liquor.

It was coincidence that soon after by getting into a better social group of friends, I met the girl who was to become my wife and the mother of our children.

Shortly after I renewed my interest in making something of myself, I joined an NAF club. The principles of this association, based on the Code of Ethics, made me realize even more that the only true road to happiness is the decent Christian road. I know I've got a good future on my job, and I'm proud that I'm making the most of it. I look back, with horror, at the me that might have been . . . had not I made that greatest of all decisions.



THE MAN WHO SPLIT THE WORLD...

THE LIFE OF KARL MARX—THE FATHER OF COMMUNISM

by Fred G. Clark and
Richard Stanton Rimanoczy
(Second of Twelve Installments)

WHEN 17, Karl Marx, free at last from home discipline, embarked on his checkered university career at Bonn. Instead of plunging into his studies, he plunged into a life of gaiety and at least one brush with the police for disorderly conduct.

He was punished by the university and reproached by his father, but the young stallion had the bit in his teeth and was determined to run.



Even at this period of his life, Karl Marx showed complete disregard for the value of money. His generous allowance was always exhausted, and the "expense accounts" which he sent home with urgent appeals for extra money were masterpieces of misrepresentation. Needless to say, the news that came from Bonn did not bring joy to the parents of the young man, but they continued to support him from their slender resources.



On one of his many side trips to the neighboring city of Cologne, young Mark got mixed up in a mysterious

shooting affair that was never fully explained, either by himself or by the police. All that the record shows is that he was apprehended in Cologne with "forbidden weapons." This may or may not have been the reason for his leaving Bonn: there were, however, plenty of other reasons why he should stop wasting the university's time and his father's money. He had also wasted about a year of his life.



It was a sad day when young Karl arrived home, a confessed failure. His father, torn between anger and devotion, agreed to forgive and forget, providing Karl would enter the University of Berlin and settle down to the serious study of law.

Marx agreed to every condition. Convinced of Karl's sincerity, his father made elaborate arrangements, including letters of introduction to the people with whom he should associate himself while in Berlin.



So in the autumn of 1836 Marx arrived in Berlin where he took lodgings in an establishment in which a famous poet had once lived. He visited the people to whom he had letters of introduction, but either he

did not like them, or they did not like him, because no friendships resulted.

Although in the beginning he actively devoted himself to his law studies, his old passion for poetry soon captured complete control of his interest and time.



His father, though bitterly disappointed, was willing to see the young man make a serious try at poetry, but Karl himself was soon convinced that his trouble came from his own lack of talent rather than from what he had believed to be the stupidity of the editors who rejected his manuscripts.

This self-disillusionment left Marx in a state of despair. He wrote, "All my creations are reduced to nothing."



His ailing father's frantic efforts to prod Karl into some practical project got no further than the idea that he (Karl), although a bad poet, could be a good poetry editor. He even told his father that he had been promised help in this field by "famous men."

This falsehood might have been the final blow to his father because he took to his bed and died. For reasons not recorded, Karl did not attend the funeral.

(To be Continued Next Month)

MAKING GOOD LABOR PRACTICES WORK

(Continued from Page 13)

Placing policy into practice with procedure:

Someone said: "If you want people to know what you are thinking, *tell them.*"

Policy expression is the first step in letting people know what we are thinking.

What purpose does policy serve?

It serves to inform the supervisor and worker of the ideals, of the personality, of the character of the makers toward the problem affected, and to affect attitudes in dealing with the problem involved.

When do we find a need for Policy?

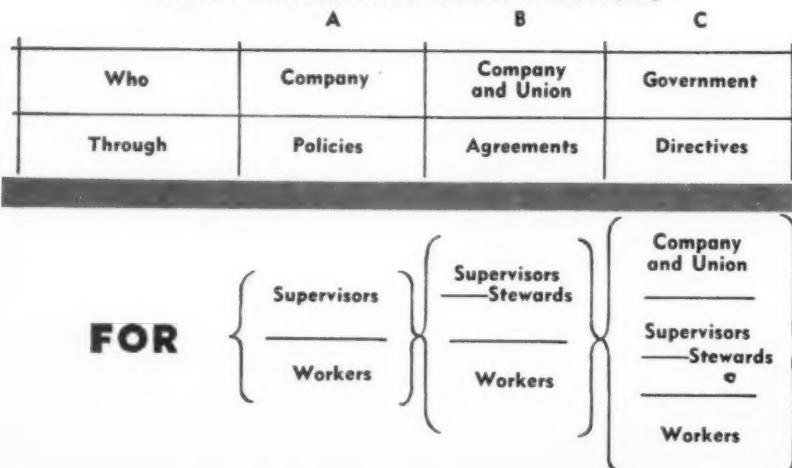
We need a policy: when misunderstanding occurs; to correct practices; when there are a large number of complaints of a given type; to co-ordinate practices; when organization grows in size, and top management finds the need to express its own personality through other officials.

By whom is policy determined?

Under present-day conditions, policy may be determined by any one or all of the following groups. There was a time when a company determined its own policies, then the union came along to assist in their determination, and now we have government setting policy for both.

In any event the same problems of organization and dissemination are the same with possibly more confusion, delay and misunderstanding down the line.

POLICY DETERMINATION METHODS



Someone said:

"If you want people to *believe* in what you say, *show them by act, deed and demonstration.*"

This seems to be a sound principle to remember as we discuss the next phase of the problem of "Making Good Labor Practices Work."

Some time ago, I visited a restaurant. At the entrance an elaborate sign read: "We aim to please. It is our policy to please you."

I am sure you will agree that this sign expressed a fine attitude on the part of the owner, an ideal, a fine statement of good intentions. At the conclusion of my luncheon, however, I had decided that there must have been a change in management, or certainly the waiter was not cognizant of the ideal expressed in that sign I read as I entered the establishment.

"Service to the Customer" is another expression of policy found to be an effective attitude toward our consuming public. However, no company would think of stopping with a mere statement of good intentions.

We would want people to believe us, we would want to show people by act, deed and demonstration that we mean what we say by the words, "service to the customer."

Therefore, we would want to announce the procedure whereby the customer would know what to do when service was necessary. The customer would want to know the answer to such questions as: "How do I get that service? What steps do I take? To whom shall I go? etc."

PROCEDURE

Procedure is an essential to morale. It is the means of assuring the employee that we mean to carry out the policy expressed at all levels of the organization. It offers to the employee his right within the scope of the policy. It also provides to the supervisor the means through which the policy is to be carried out, and assists him in the administration of the policy.

Procedure places our policy into a plan of action. It attempts to place into action the ideals and philosophy among those within the organization who have the function of administration.

I recall a familiar complaint that came up in my earlier experiences with union organization: "Such-and-such a foreman does not line up with what has been agreed to between the management and us." In most cases, this type of complaint implied that each had a difference of opinion as to what the agreement was or, that they were without knowledge or the policy or procedure in the situation.

Because of such situations and in an effort to bring about uniform application of policy, and to reduce the probability of other grievances, the unions have been insistent upon procedure, not being satisfied with mere expressions of policy. They have demanded, "How is the policy to be achieved?" In other words, through what process will action be taken?

Their insistence upon adequate grievance procedure is an example of this principle. Managements have always said: "My door is always open." "We treat our employees fairly." "They can come to me whenever they have a complaint to make." Etc. On the other hand, for one reason or another, grievance procedures are relatively new within a large segment of American industry.

The grievance procedure, however, is a perfect example of placing into practice how you wish to carry out a policy of fair treatment in matters of employee complaints because it demonstrates to the employee:

A channel or avenue for the handling of his grievance.

A method whereby he can express himself.

An orderly and systematic procedure for the handling of his grievances.

Assurance of prompt adjustment of his grievance.

Avoids any misunderstanding as to how the grievance should be handled and by whom.

It is management's method of looking for conditions which should be remedied by pre-expression.

If the worker has a complaint he should know the steps through which he can make his grievance known. Procedures will, of course, differ greatly with organization—large, small, union, or non-union. It is well to state, however, that any procedure that by-passes the immediate supervisor is bound to be detrimental to good industrial relations.

Supervisors have been heard to say: "I don't have anything to do with my department any more. The union runs it. If the boss is going to handle these cases, he can handle all of them from now on, the *hard* ones as well as the *easy* ones. One minute they tell me I'm management, the next minute they take it away from me," etc.

A few manufacturers have stated that foremen were too busy to handle petty grievances. Their main job was one of getting out production. Therefore, grievance men were recommended for every section or for so many employees. Others recommended a grievance committee to which all grievances could be referred; while others recommended sending all grievances to the personnel department to be settled jointly with representatives of the union.

It is believed, however, and recognizing the immediate supervisor as the man in the key position because of his close contact with the worker, that:

He should have the first privilege of handling the grievance.

The human factor of production is as important as any other factor of production, and as such the immediate supervisor should be developed and trained in the handling of his own disputes.

Disputes allowed to linger on are harder to handle.

The immediate supervisor should know his men better than anyone else in the organization.

The forward-looking, up-to-the-minute supervisor wants to handle his own problems, but wants help and advice also in how to do it.

Any arrangement which attempts to by-pass the immediate supervisor

creates poor morale among supervision, creates disrespect among the workers for the supervisor and disrespect of supervisor toward management.

Reviewing a large number of union-management contracts and War Labor Board decisions, we find these principles recognized in the following typical statements:

"The grievance shall be taken up by the employee and/or his union representative with his supervisor or foreman of his department."

"When an employee has a grievance, he may take up such grievance with his foreman or representative or both."

"Should an employee feel that he has been treated unjustly, his grievance shall be submitted to the foreman by the aggrieved employee with or without his union representative accompanying him."

"The employee, with or without its committeemen, will submit the grievance in writing to the foreman of the foreman of the department involved."

It will be noted all of the paragraphs indicate the first step to be the immediate supervisor through the medium of the aggrieved himself, or through his union representative, or both. The fundamental to bear in mind here is that the prime purpose for a grievance procedure is to provide an avenue whereby the employee can express his grievance to the company, and just as long as he does not bypass his immediate supervisor in reaching a settlement industrial relations is satisfied.

There are a number of reasons for the worker by-passing his foreman which we will discuss under that subject. Let us review another method of grievance handling presented in the fourth contract provision stated above: "Will submit the grievance in writing to the foreman or the department involved."

The following are a few remarks concerning the pro's and con's of written complaints.

It is a mechanism to stop grievances.

It is a mechanism to show everyone that the union has to be in on everything.

It makes the aggrieved back up his statements when it goes up higher.

He will not embarrass his steward or foreman in a showdown.

It helps the foreman to know what the grievance really is.

It saves a lot of talking time.

It helps to get to the point.

It avoids generalizations.

Gives opportunity for those who have to handle it to think it over—look into facts beforehand.

It provides a record of the type of grievances that are presented.

Keeps emotion out of the picture dealing with the problem rather than the man. Eliminates another grievance which often comes into the interview picture: "Tain't what he said, it's the way he said it."

The aggrieved is forced to consider his problem in the light of a grievance.

The aggrieved is hesitant to put things down in writing that might go into a record.

Gives the union a clear picture to decide whether or not he has a grievance.

Some can't express themselves in writing as easily as others. On the other hand, some express themselves more than they need to when given an opportunity to write it down.

Avoids remarks often heard in the grievance interview: "What are you driving at?" "Get to the point, will you?" "Cut out beating around the bush." etc.

It is generally believed that complaints should not be presented in writing at the first stage of the procedure. In other words, the writing of the grievance should be made in the second step or after the immediate supervisor has had opportunity to settle the grievance.

I recall Cyrus Ching, former Director of Personnel, United States Rubber Company, stating:

"No amount of system will take the place of common sense and hard thinking."

This is as true with regard to the problems we have been discussing as it is with legislation. We must remember, however, that we all will be able to play the game when we know what the rules of the game are. We cannot be expected to follow the rules unless we are aware of them.

BY-PASSING

What are some of the problems in spite of our best efforts? We have already mentioned by-passing. We recognize it as wrong from any point of view. Why? Some say that foremen should be given a chance to correct the error first.

How did by-passing occur?

Why do people by-pass others?

Here are a few thoughts on this subject, each of which leads to possible helps in correction or evidencing need for training.

Worker feels he must go to the steward first.

Worker feels foreman will be down on him, thus needs protection of union.

(Continued Next Page)

Worker feels he is not competent to argue his case. (Same principle we use when we hire a lawyer to present our case to a judge.)

Worker feels a dislike for the foreman, no confidence in him.

Worker feels foreman lacks authority or power to act on his question from some previous experience he has had with him as expressed in such remarks as:

"It's against the company policy."

"The budget won't stand it."

"The superintendent won't let me do it."

"Ask somebody else about it."

Worker has been to the foreman before. He was not treated very well, and was given no reason why.

The foreman doesn't like by-passing. (He is often cause, however.)

The steward doesn't like by-passing. (He is often cause for same reason.)

Help the foreman to understand that there is a lower court and a higher court to which all have access. Don't be afraid of reversal.

Do what is right within his own understanding of the problem. Remarks from union president: "if the foreman is doing the right thing, he doesn't need to worry about the steward or have to go to him."

Don't seek agreement or support from steward, it breeds suspicion.

Recognize that steward must be in position to bring complaint if a worker has one.

Don't Play politics. If foreman's decision is right, there will be no grievance and no complaining steward.

In a layoff case, foreman said: "The steward agreed to it." Does that indicate to you that the layoff was fair?

Let the foreman be in on all final decisions affecting him.

Foreman often doesn't know—is afraid to admit it—thinks he will lose prestige and so bluffs it out.

Encourage him to find out if in doubt before making final decision. Make your office of Industrial Relations easily accessible.

Teach him to understand the human faults of people, to look into the reason why people are what they are, not to be too critical because someone forgot to follow a certain pattern.

There's a reason for everything. Don't rub it in if representative slips.

The foreman's job is one of leadership. He sets the pattern for others to follow.

Help him to recognize that often times the steward or the union is looking to him to help him to get rid of his problem.

Teach him the ability to give the other person an out to the extent of at least giving the fellow a reason why he can't go along with the idea. At least the steward will be able to go back and talk to his man reasonably instead of: "The big bloke won't move."

If it has got to be a "no" answer, there must be a "why." Let him face the "why" also.

All of these mentioned are management opportunities to make procedure work.

What are some of the union responsibilities of making procedure work?

The steward needs to know that his job isn't "digging up" grievances.

Quote from Local Union News:

"It is not the representative's duty to look for complaints. Complaints are brought to him and it is his pledged duty before presenting them to his foreman. His duty is to represent his people and not himself. If his people are satisfied and voice no complaint his job is being well done. We must not overlook the fact that his success will depend to a great extent on the respect he can command from those with whom he must negotiate. Success in negotiations can only be expected when the participants have mutual respect and confidence. This cannot be done if a representative will take up grievances that are unreasonable or have no foundation in fact."

How about the steward who goes to the superintendent on all complaints?

He needs to know that the foreman is the one to make the decisions. The foreman is the one to lay off, not the steward.

We shouldn't expect the union to discipline worker or steward because he doesn't do as we think he should.

It is management's job. You will be supported if you are right.

MAKING LAST YEAR'S . . .

(Continued from Page 16)

of communication so as to establish better understanding, to create a better relationship between management and men.

Demagogues will assail business, government will damn big business, the so-called capitalistic system in which business has its being will face pressures. Those employed in business will be puzzled and sometimes in doubt as to the truth of the things that are said. Management cannot expect high morale, good productivity and cooperation, understanding and a proper evaluation by their employees of the promises and counterpromises of political candidates in this election year if management does not begin now to clear the pipe lines of communication and work diligently at bringing about better understanding.



Feb. 9, 1952 Battle Creek Area Mgt. Forum Battle Creek

Feb. 11-15, 1952 NAF Seminar Dayton

March 1, 1952 Greater Syracuse Area Conference Syracuse, N. Y.

March 12, 13, 14, 1952 8th Annual Conference, American Society of Training Directors French Lick, Ind.

March 22, 1952 Greater New York Area Conference New York, N. Y.

April 21-25, 1952 Management Unity Seminar Dayton

E. S. Maclin Resigns

The resignation of E. S. Maclin, Assistant Manager of Education of the NAF, has been announced by William Levy, General Manager.

Mr. Maclin joined the NAF staff in September. He had been Director of the Evening Program for Marshall College, Huntington, W. Va. Mr. Levy pointed out in announcing the resignation that it was with extreme regret that the NAF received Mr. Maclin's resignation.

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MANAGE MIRTH



A man, after a tiff with his wife, declared that if women ever get equal rights, it will be quite a comedown for them.

• • •

Sailor guest: Gosh, but I'm thirsty.

Hostess: I'll get you some water.

Sailor: I said "thirsty," not "dirty."

• • •

The butcher was busy waiting on a customer when a woman rushed in and said, "Give me a pound of cat food, quick!"

Turning to the other customer she said, "I hope you don't mind my getting waited on before you."

"Not if you're THAT hungry," the other woman replied.

• • •

The insurance man had the signature on the dotted line and was proceeding briskly toward his departure. "Now that amounts to a premium of \$6.90 per month on a straight life. That's what you wanted, wasn't it?"

"Well," said the customer a bit wistfully. "I would like to fool around a little bit on Saturday nights."

• • •

"Bob sure has a wide acquaintance." "Yes, I saw him out with her last night."

• • •

Doctor: "Ask the accident victim what his name is, so we can notify his family."

Nurse (a few minutes later): "He says his family knows his name."

A young man took his girl to the open air opera one beautiful warm evening. During the first act he found it necessary to excuse himself. He asked the usher where the men's room might be found. "Turn left and walk down to the big oak tree, and there it is."

The young man did as he was told and in due time returned to his seat.

"Is the second act over yet?" he asked his girl.

"You ought to know," she replied. "You were in it."

• • •

A woman approached the pearly gates and spoke to Saint Peter.

"Do you know if my husband is here? His name is Smith."

"Lady, we have lots of them here. You'll have to be more specific."

"Joe Smith."

"Lotsa those too. You'll have to have more identification."

"Well, when he died he said that if I was ever untrue to him he'd turn over in his grave."

"Oh, you mean 'Pinwheel' Smith."

• • •

Him: "If I offered you to be my secretary for \$100 a week, would you say yes?"

Her: "A dozen times a day if necessary."

• • •

"Did you lead Clara to the altar?"

"Well, no. As a matter of fact, we were personally conducted by her father."

• • •

The Sunday School teacher asked the children to write down the names of their favorite hymns.

One little girl wrote down: "Willie Smith."

Minister: "Son, do you think you can lead a good Christian life at college on your \$90 a month?"

Student: "Sir, I'm afraid that's about all I can do."

• • •

"I'm Mr. B's wife," said the blonde, introducing herself to a blonde at a party.

"I'm his secretary," said the blonde.

"Oh," said the blonde, arching her eyebrows slightly. "You were?"

• • •

Sue: "Yes, I wrote a confession story once."

Helen: "Did they publish it?"

Sue: "No, but the editor came all the way from New York to see me."

• • •

A miser is one who lets the rest of the world go buy.

"DOWN AT THE SALT MINE"



"It shall be the duty of the receptionist to act in a cheerful and cooperative manner at all times."



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